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Appendix A

Scope of Work

The following proposal assembles a team of consultants including John Ryan of Development Cycles, Amherst, MA (lead consultant and the Twin Cities CDC of Fitchburg, MA to assist the City of Fitchburg in fulfilling the terms of its Gateway Plus Action Grant.

I. Overall Understanding

The City of Fitchburg is seeking to identify realistic opportunities to eliminate blight, address the problem of abandoned and foreclosed properties, and increase the availability of affordable housing in the Elm Street neighborhood abutting Fitchburg's downtown. This proposal focuses on engaging local stakeholders and community residents; examining the existing real estate inventory for opportunities to assemble land and redevelop distressed properties; moving identified development properties forward to a "shovel ready" state, and assessing the impact and feasibility of specific properties to meet identified community needs.

II. Project Work Plan

The consultants' approach will be one of continued engagement with and support to the group of stakeholders and residents already active in efforts to improve the Elm Street neighborhood. To accomplish the key project goal of moving projects forward to a "shovel ready" state, the lead consultant will serve as facilitator, research staff, and option generator for housing task force to be created with the City and neighborhood. The Twin Cities CDC will provide community outreach, foreclosure prevention services, and property assessment and administrative support to this effort. The project budget provides funds to engage a rehabilitation specialist, and design/ engineering professionals (subject to the approval of the City and DHCD) to supplement City staff in evaluating specific properties. This proposal assumes that the City will designate a key liaison to facilitate communication, information collection, city staff participation, and decision making, and that effort will assemble a Housing Task Force with whom to discuss and chart actions at each step in the process.

The process will begin with an inventory of the key development properties based on their current condition and potential to generate positive change in the neighborhood. From there, it will be a winnowing process: the consulting team will provide information on ownership, availability and mortgage status; on physical and structural condition; on appropriateness for key reuse purposes; and on market, financial and funding feasibility in order to identify several real development projects that can move forward quickly. In this process of identifying "first priority" development options, the consultants will draft a strategic action plan to address the broader goals of the downtown revitalization effort over the next several years.

The proposed Work Plan divides into ten major tasks as follows:

A. Information Gathering (Feb): John Ryan and the TCCDC will review previous studies; work with the City and its GIS consultant to assemble initial area maps; conduct preliminary interviews with key stakeholders as identified by the City; and facilitate the initial task force meeting to develop and communicate the Action Plan process, clarify goals, identify opportunities and strengths to build upon, as well as begin identifying core problems, key problem properties, and critical buildings, land parcels and initiatives.

B. Community Outreach (Mar-Jun): The community outreach process will build upon the Twin Cities CDC's substantial efforts to engage and mobilize the neighborhood in anticipation of this phase of the revitalization process. This process began in 2007 with a massive outreach effort that included door-to-door contact with over 500 households, several community meetings, a resident-based action plan for the neighborhood, and the formation of a neighborhood improvement association that has continued to meet and carry out neighborhood improvement projects with TCCDC's ongoing facilitation. The outreach program for this effort will continue to focus on reaching renter and residents with limited English-language skills. The Twin Cities CDC will post meeting notices, distribute information and conduct questionnaire's door to door in the Elm Street neighborhood soliciting input and feedback on key distressed properties in the target area. At the same time, the CDC will activate the existing neighborhood action group to become involved in the efforts of the Housing Task Force. The CDC will also arrange the logistics and outreach for two community meetings in April and June to get input and feedback on this process. John Ryan will facilitate these meetings. As always, Spanish-speaking translators will be present to assist residents at these meetings.

C. Task Force Meetings (Feb-Jul): John Ryan will schedule, prepare for, facilitate and report on twice monthly task force. This task force will be comprised of key community stakeholders including residents, religious and service leaders, local businesses, and key city government employees. The task force will be a working committee of the neighborhood as a whole, reflecting their concerns and priorities and measuring them against feasible actions. In addition, Ryan will oversee progress in completing tasks by task force members between meetings.

D. Property Inventory (Feb-Mar): John Ryan will continue stakeholder and property owner interviews, research ownership and mortgage status, work with the Housing Task Force, and assist the CDC in conducting a neighborhood windshield survey to identify potential properties and vacant land parcels for reuse. This task will apply a range of key filters to evaluate existing properties including abandonment, blight, underutilization, REO, in foreclosure process, tax delinquency, and chronic code or resident problems. John Ryan will facilitate a public meeting to solicit community input on properties to consider and priority actions to address the needs of the neighborhood. This task will culminate in a

review of the inventory and the selection of existing properties and vacant parcels for further examination.

E. Initial Screening and Prioritization (Mar-Apr): While John Ryan continues to collect building information, the selected rehab specialist and staff from the City's Building Department will perform preliminary structural, rehab and cost assessments for the selected properties, and prepare preliminary reuse options for the selected vacant land parcels. The task force will review these preliminary physical and financial feasibility assessments, and to select the most promising properties and land parcels for further examination.

F. Foreclosure Avoidance (Mar-Jul): The Twin Cities CDC will identify properties in early stages of foreclosure, contact and offer assistance to affected owners, and provide such assistance where requested.

G. Property Control (Mar-Jun): John Ryan will research ownership and mortgage status for the selected properties, Conduct negotiations with property owners and mortgage holders as appropriate, and recommend City initiative with code enforcement and tax taking efforts as appropriate.

H. Funding Strategies (Mar-Jun): John Ryan will research funding options for each selected property based on property status and goals, and discuss options and negotiate with public and private funding sources as appropriate.

I. Focused Assessments (May-Jun): the selected rehab specialist and design/engineering professionals will conduct more focused structural, rehab and cost assessments on the most promising properties. John Ryan will help the Housing Task Force assess the properties' capacity for site control, as well as market, financial and funding potential. The consultants will work with this information to prepare preliminary development plans for the feasible options. John Ryan will facilitate the Housing Task Force review of the findings and recommendations of the research and select the 1st Priority development parcels and overall strategic action plan. A second public meeting will share and solicit feedback on the recommendations of the core stakeholders.

J. Development Summaries and Action Plan (Jun-Jul): The consultants will prepare individual development summaries for each 1st Priority property and finalize the strategic action plan for review and approval by the Housing Task Force and the City.

The following estimates hours for completion of each Work Task:

	Dev Cycles	TCCDC	Rehab Specialist	Design/ Engineering Professional	Total Hours
A. Information Gathering	12	8	0	0	20
B. Community Outreach	12	96	0	0	108
C. Task Force Meetings	72	24	0	0	96

D. Property Inventory	56	48	0	0	104
E. Initial Screening	56	24	64	0	144
F. Foreclosure Avoidance	0	48	0	0	48
G. Property Control	48	12	0	0	60
H. Funding Strategies	32	0	0	0	32
I. Focused Assessment	36	20	24	20	100
J. Development Summaries	24	0	0	20	44
Total Professional Hours	348	280	88	40	756

III. Calendar and Key Benchmarks

The consultants propose to complete the key work tasks in accordance with the following calendar. All tasks will be completed by July 20, 2009.

	Feb	Mar	Apr	May	Jun	Jul
A. Information Gathering						
B. Community Outreach						
C. Task Force Meetings						
D. Property Inventory						
E. Initial Screening and Prioritization						
F. Foreclosure Avoidance						
G. Property Control						
H. Funding Strategies						
I. Focused Assessment						
J. Development Summaries & Action Plan						

The following represent key benchmarks in the progress of the grant and the projected date by which the benchmark will be met:

Key Benchmarks	Feb	Mar	Apr	May	Jun	Jul
Benchmark 1: Hold 1st Task Force Meeting (Task A)	20-Feb					
Benchmark 2: Complete property inventory (Task C)		31-Mar				
Benchmark 3: Complete initial screening (Task E)			30-Apr			
Benchmark 4: Complete physical assessments (Task I, 1-3)				31-May		
Benchmark 5: Hold 2nd community meeting & draft development plans (Task I, 5-6)					30-Jun	
Benchmark 6: Finalize Action Plan						20-Jul

IV. Cost Proposal

The consultants propose to complete this Scope of Work for a fixed price of \$75,000 including all professional time and expenses. The proposal envisions the relative distribution of these funds by task as follows:

A. Information Gathering	\$1,900
B. Community Outreach	\$6,300
C. Task Force Meetings	\$10,200
D. Property Inventory	\$9,400
E. Initial Screening and Prioritization	\$12,360
F. Foreclosure Avoidance	\$2,400
G. Property Control	\$6,600
H. Funding Strategies	\$4,000
I. Focused Assessments	\$9,560
J. Prepare Development Summaries & Action Plan	\$5,500
Total Professional Time	\$68,220
Travel @ 1/2 of Professional Rate	\$4,000
Expense/ Contingency Budget	\$2,780
TOTAL	\$75,000

The proposal envisions the distribution of funds by consulting firm as follows:

Development Cycles	\$47,500
Twin Cities CDC	\$14,000
Rehab Specialist	\$5,720
Design/ Engineering Professional	\$5,000
Expenses/ Contingency	\$2,780
TOTAL	\$75,000

Appendix B from **2007 Elm Street Action Plan**

I. INTRODUCTION

In response to a Neighborhood Planning Initiative grant awarded by the Massachusetts Department of Housing & Community Development, and with the support and assistance of the City of Fitchburg, the Twin Cities Community Development Corporation (TCCDC) engaged in a planning process with the residents and stakeholders of the Elm Street Neighborhood in downtown Fitchburg. The Neighborhood Planning Initiative is designed to produce strategic plans through an intensive public participation process. These strategic plans begin with identification of the key neighborhood issues and result in strategies focused on tangible neighborhood change through physical planning. Projects are designed to substantially benefit low-income neighborhood residents as well as to contribute to overall community revitalization in urban and rural communities.

Methodology

Beginning in February 2007, the TCCDC began involving key stakeholders including tenants, homeowners, landlords, business and non-profit employers, religious leaders, students, and public officials in the planning process. Appendix B provides a summary of the extensive outreach performed in support of this action planning process. In all, the TCCDC's outreach staff knocked on over 400 doors in the neighborhood; spoke individually with over 178 residents; called over 100 business and non-profit leaders, public officials, and landlords; held six public meetings with individual stakeholder groups including students, landlords, homeowners, tenants, public officials, businesses and non-profit groups. In addition, the TCCDC sponsored three public community-wide meetings in June, July, and August 2007 to discuss the neighborhood's problems and challenges and to propose initiatives to improve the quality of life in the neighborhood. Through this process, the combined group of stakeholders created the prioritized list of both physical improvements and community-building initiatives enumerated in Appendix A.

Identified Neighborhood Issues

The meetings with stakeholders and the community as a whole identified the following key problem areas:

- A. Neighborhood Identity: This neighborhood no longer has a recognized name, a functioning neighborhood organization, or a central gathering place for meetings, socializing or services. As a result, the neighborhood has a relatively low level of community organization and civic involvement.

- B. Neighborhood Safety: Drug related criminal activity, combined with vandalism and nuisance behaviors (noise, speeding, graffiti and litter) have a substantial impact on resident's perception of safety and morale.
- C. Neighborhood Appearance: Accumulated trash, cars and large appliances; deteriorating sidewalks; overgrown lots; abandoned buildings; and a number of poorly managed and maintained multi-family properties represent the key detriments that reflect a declining physical infrastructure.
- D. Housing Stock: Likewise, abandoned buildings; and a number of poorly managed and maintained multi-family properties represent the key detriments that reflect a declining physical infrastructure.
- E. Poverty and Jobs: Stakeholders recognize that poverty and limited job prospects represent core issues for this neighborhood that shape many of the more visible problems of crime, housing disinvestment, and declining municipal infrastructure and services. Hunger is a daily concern for many in the neighborhood. Employment, especially job prospects for youth, is another serious issue.

III. PROPOSED ACTION PLAN

The extensive process of soliciting neighborhood and stakeholder input, along with several meetings to discuss problems and solutions, yielded the following proposed list of both physical actions and organizational initiatives to address the identified neighborhood initiatives. Appendix A provides a summary table of these proposed actions with their priority, timeline, responsible entities, and cost implications.

The following represent the key initiatives that the group considered to be of the Highest Priority. These high priority items are of two types: organizational initiatives and physical projects.

Organizational Initiatives (Highest Priority)

- ❖ A.1. Create a neighborhood association that works to improve community involvement, organize community-building events, and create opportunities
- ❖ B.1-4. Create a clear, safe and inclusive way for residents to work with police that includes an effective neighborhood crime watch, more community policing presence, and increase foot and bike patrols
- ❖ C.1. Provide both landlord training and responsible tenancy training and increase access to landlord and tenant information and resources

- ❖ C.3. Fund a focused enforcement and legal effort aimed at major code violations and problem landlords in neighborhood
- ❖ E.1-2. Engage nearby employers in efforts to employ more local people, especially teens

Physical Projects (Highest Priority)

- ❖ A. 2. Focus on something tangible and near term that indicates investment in the neighborhood
- ❖ C.2. Develop more homeownership opportunities
- ❖ D.1. Hold a major neighborhood clean up day and celebration
- ❖ D.2 Demolish garages on Elm Street
- ❖ D. 3. Identify and repair key city sidewalks and retaining walls

IV. TIMEFRAME

Appendix A categorizes the proposed initiatives into those that should be completed by the end of 2007; those begun in 2007 and completed in 2008; and those longer-term initiatives that will be ongoing or completed over several years. The following highlights those short-term actions that should be completed in 2007.

Short Term (Completed 2007)

- ❖ A. 2. Focus on something tangible and near term that indicates investment in the neighborhood
- ❖ B. 1. Create a clear, safe and inclusive way for residents to work with police
- ❖ B. 5. Focus speed enforcement efforts at identified locations
- ❖ C. 1. Provide both landlord training and responsible tenancy training and increase access to landlord and tenant information and resources
- ❖ D. 2 Demolish Garages on Elm Street
- ❖ D. 5. Allow tenants to purchase landfill passes

V. LEAD RESPONSIBILITY

The following identifies the key or lead responsibility for the highest priority actions. Three entities share this responsibility: the neighborhood's residents as represented by a neighborhood organization once formed; the Twin Cities CDC; and various departments within City Government:

Residents/ Neighborhood Organization

- ❖ A.1. Create a neighborhood association that works to improve community involvement, organize community-building events, and create opportunities
- ❖ [with Police Dept.] B.1-4. Create a clear, safe and inclusive way for residents to work with police that includes an effective neighborhood crime watch, more community policing presence, and increase foot and bike patrols
- ❖ D.1. Hold a major neighborhood clean up day and celebration
- ❖ [with DPW] D. 3. Identify and repair key city sidewalks and retaining walls
- ❖ E.1-2. Engage nearby employers in efforts to employ more local people, especially teens

Twin Cities CDC

- ❖ A. 2. Focus on something tangible and near term that indicates investment in the neighborhood
- ❖ C.1. Provide both landlord training and responsible tenancy training and increase access to landlord and tenant information and resources
- ❖ C.2. Develop more homeownership opportunities
- ❖ [with City] C.3. Fund a focused enforcement and legal effort aimed at major code violations and problem landlords in neighborhood
- ❖ D. 2 Demolish Garages on Elm Street

VI. FUNDING IMPLICATIONS

Appendix A also attempts to categorize the neighborhood's initiatives into three categories: highest cost for those actions that will likely carry a total cost of more than \$500,000; medium cost for those items that will cost between \$50,000 and \$500,000; and lowest cost for those items that will cost less than \$50,000 to accomplish. The following indicates the cost implication for the highest priority actions.

Highest Cost (>\$500,000)

- ❖ C.2. Develop more homeownership opportunities

Medium Cost (\$50,000- \$500,000)

- ❖ A.1. Create a neighborhood association that works to improve community involvement, organize community-building events, and create opportunities
- ❖ A. 2. Focus on something tangible and near term that indicates investment in the neighborhood
- ❖ B.1-4. Create a clear, safe and inclusive way for residents to work with police that includes an effective neighborhood crime watch, more community policing presence, and increase foot and bike patrols
- ❖ C.3. Fund a focused enforcement and legal effort aimed at major code violations and problem landlords in neighborhood
- ❖ D.2 Demolish garages on Elm Street
- ❖ D. 3. Identify and repair key city sidewalks and retaining walls

Lowest Cost (<\$50,000)

- ❖ C.1. Provide both landlord training and responsible tenancy training and increase access to landlord and tenant information and resources
- ❖ E.1-2. Engage nearby employers in efforts to employ more local people, especially teens
- ❖ D.1. Hold a major neighborhood clean up day and celebration

VII. NEXT STEPS

Neighborhood Identity: This neighborhood no longer has a recognized name, a functioning neighborhood organization, or a central gathering place for meetings, socializing or services. As a result, the neighborhood has a relatively low level of community organization and civic involvement.

Potential Neighborhood Events and Action Steps

1. Organize a community-wide contest to name the Elm Street-Area neighborhood, judges being representatives from each key neighborhood institutions: the Elm Street Congregational Church, The Twin Cities Latino Coalition, the Worker's Credit Union, Fitchburg Art Museum, BF Brown and Academy Middle Schools, and the City of Fitchburg. We can go door to door in the neighborhood and run an ad or entry form in the Cleghorn Neighborhood Center newsletter, Raivaaja

(Finnish newspaper), the Pride, and the Sentinel & Enterprise. December 2007 or January 2008.

2. Announce plans for the neighborhood at CDC Annual Meeting. November 2007.
3. Continue having ongoing meetings and co-sponsored neighborhood functions with the Elm Street Congregational Church, Twin Cities Latino Coalition, Cleghorn Neighborhood Center, and the Neighborhoods and You Coalition to build our partnership with those organizations towards the eventual formation of a neighborhood organization and/or community center. Ongoing.
4. Identify potential locations and/or physical spaces for a neighborhood center that would include child, teen, and family services. April 2008.

Neighborhood Safety: Drug related criminal activity, combined with vandalism and nuisance behaviors (noise, speeding, graffiti and litter) have a substantial impact on resident's perception of safety and morale.

Potential Neighborhood Events and Action Steps:

1. Organize ongoing circle-style discussions between a diverse array of community stakeholders (businesses, renters, landlords, homeowners, and youth), the Twin Cities Latino Coalition and the Fitchburg Police Department to discuss and come up with community-wide short-term and long-term solutions to crime-related activities i.e. drug dealing, drug addiction, noise, graffiti, speeding, and litter. Begin in either October 2007 or May 2008 (ongoing).

Neighborhood Appearance: Accumulated trash, cars and large appliances; deteriorating sidewalks; overgrown lots; abandoned buildings; and a number of poorly managed and maintained multi-family properties represent the key detriments that reflect a declining physical infrastructure.

Potential Neighborhood Events and Action Steps:

1. Convene a neighborhood clean up day in conjunction with the United Way's Day of Caring. The focus of the clean-up will be around the Elm Street garages and on Omena, Johnson, Elm, and High Streets. September 2007.
2. Tear down the garages and plant a temporary community garden in its place, at least until some physical structure is built in their place. October 2007 and April 2008.
3. Identify and prioritize key lots and buildings in the neighborhood for potential development or improvement of housing, parking, community garden(s), playground, community center, etc. January-June 2008.

4. Organize a meeting between a diverse array of neighborhood stakeholders, the Board of Health and the Department of Waste Management so to provide a forum for neighborhood stakeholders to express their concerns and to establish an ongoing direct line of communication between these departments and people living, working, and investing in the neighborhood in terms of waste, appliance, etc. removal. March 2008.
5. Organize a meeting between a diverse array of neighborhood stakeholders and the Department of Public Works so to provide a forum for neighborhood stakeholders to express their concerns and to establish an ongoing direct line of communication with this department and the people living, working, and investing in the neighborhood in terms of any needed street, sidewalk and support wall repair in the Elm Street-area. February 2008.

Housing Stock: Likewise, abandoned buildings; and a number of poorly managed and maintained multi-family properties represent the key detriments that reflect a declining physical infrastructure.

Potential Neighborhood Events and Action Steps:

1. Create a spread sheet with all of the apartment units in the neighborhood that received a “poor” rating from the Success Measures Housing Stock Observations that we conducted; the units where we have identified children under six; the units that are on record as being “not in compliance” with lead removal laws at both or either the State Department of Health and local Board of Health levels. This spread sheet will help us target City and TCDCD resources aimed at improving the conditions of the neighborhood housing stock and the living situations of those families most in need, most at risk of living in unhealthy housing. And to target education efforts. October 2007-August 2008.
2. Our Taking Action Committee for quality, affordable rental housing plans to hold small house meetings to discuss the living conditions of neighborhood renters and to identify, further, their immediate needs and to develop leadership towards improving and developing the Elm-Street area. Additionally, we plan to hold a series of forums and workshops that empower and educate neighborhood residents and put their issues on the table for discussion re: issues related to housing and neighborhood conditions, human safety, security and inclusion. Ongoing.

Poverty and Jobs: Stakeholders recognize that poverty and limited job prospects represent core issues for this neighborhood that shape many of the more visible problems of crime, housing disinvestment, and declining municipal infrastructure and services. Hunger is a daily concern for many in the neighborhood. Employment, especially job prospects for youth, is another serious issue.

Potential Neighborhood Events and Action Steps:

1. Facilitate a direct line of communication between those in adults in the neighborhood who are in need of work and the Health Alliance, the areas largest employer. Connect with the Cleghorn Neighborhood Center's G.E.D. program (and other G.E.D. programs) to link up potential candidates for job training opportunities and job openings at Health Alliance and other potential employers. August 2008.
2. Facilitate a direct line of communication between the schools, community youth, and potential employers to create meaningful summer employment opportunities – paid internship opportunities in areas of work that community youth and students have interests. January 2008-June 2008.

Appendix A. Elm Street Initiative

Neighborhood Action Plan-2007

	Priority	Timetable	Lead Entity	Other Participants	Cost Implications
A. Greater Community Involvement					
1. Create a neighborhood association that works to improve community involvement, organize community-building events, and create opportunities	High	2007-2008	Neighborhood	LC-NaU-CDC	Medium
2. Focus on something tangible and near term that indicates investment in the neighborhood	High	2007	CDC	Neighborhood	Low/ Medium
3. Begin a community dialogue that recognizes problems, mistakes, responsibilities and common hopes on all sides	Medium	2007-2008	Neighborhood	Neighborhood, Police Dept., City Gov., others	Low
4. Create a community center for services and activities similar to the Spanish American Center in Leominster	Medium	2008-2010	CDC	Neighborhood Organization, City, others	High
5. Create a community garden	Low	2008-2009	Neighborhood	CDC, others	Low

B. Neighborhood Safety

1. Create a clear, safe and inclusive way for residents to work with police	High	2007	Neighborhood	PD/CoP	Low
2. Form a "neighborhood crime watch"	High	2007-2008	PD/CoP	Neighborhood	Low
3. Provide more of a community policing presence in neighborhood	High	2007-2008	PD/CoP	Neighborhood	Medium
4. Continue and increase police foot and bike patrols	High	2007-2008	PD/CoP	Neighborhood	Medium
5. Focus speed enforcement efforts at identified locations	Medium	2007	PD/CoP	Neighborhood	Low
6. Address Elm Street winter parking and snow removal issues that block sidewalks	Medium	2007-2008	DPW	Neighborhood	Low
7. Identify funding and install street lighting at critical locations	Medium	2007-2008	DPW	Neighborhood	Low
8. Continue selective thinning of wooded areas to improve visibility and remove overhanging street limbs	Medium	2007-2008	DPW	Neighborhood	Low
9. Install traffic mirrors at key blind spots	Low	2007-2008	Neighborhood	DPW	Low

	Priority	Timetable	Lead Entity	Other Participants	Cost Implications
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C. Housing

1. Provide both landlord training and responsible tenancy training and increase access to landlord and tenant information and resources	High	2007	CDC/LLA	Neighborhood, Bd of Health	Low
2. Develop more homeownership opportunities	High	2007-2010	CDC	Neighborhood, Planning Dept.	High
3. Fund a focused enforcement/ legal effort aimed at major code violations and problem landlords in neighborhood	High	2007-2008	CDC	Neighborhood, Bd of Health	Medium
3. Find incentives to attract investment by good landlords and get rid of bad ones	Medium	2007-2010	CDC	Lenders, Neighborhood, Planning Dept.	High
4. Utilize vacant properties for off-street parking	Medium	2007-2008	CDC	CDC/CITY	Low
5. Identify, assess and act on critical abandoned buildings	Medium	2007-2010	CDC	Neighborhood, Bd of Health	High
6. Provide low cost funding for façade improvements	Low	2007-2008	CDC	Neighborhood, Planning Dept.	Medium

D. Improved Neighborhood Appearance

1. Hold a major neighborhood clean up day and celebration	High	2007-2008	Neighborhood	DPW, CDC, Business Community	Low
2. Demolish garages on Elm Street	High	2007	CDC	Neighborhood	Medium
3. Identify and repair key city sidewalks and retaining walls i.e. 37-43 Pleasant	High	2007-2008	Neighborhood	DPW	Medium
4. Create mechanism to fund appliance removal i.e. MOC Elderly Services	Medium	2007-2008	Neighborhood	DPW	Low
5. Allow tenants to purchase landfill passes	Medium	2007	DPW	Neighborhood Organization	Low
6. Develop and follow through on plan to deed abandoned lots to abutting properties	Medium	2007-2010	City Gov.	Neighborhood, CDC	Medium
7. Enforce graffiti removal responsibility of property owners	Medium	2007-2008	Board of Health	Neighborhood	Low
8. Expand yard waste pick up on a pilot basis	Low	2007-2008	Neighborhood	DPW	Low

E. Poverty & Jobs

1. Engage nearby employers in efforts to employ more local people	High	2007-2008	Neighborhood Association	Local Employers, CDC	Low
2. Create neighborhood jobs for teens	High	2007-2008	Neighborhood Association	Local Employers, CDC	Medium
3. Address the critical food needs of poorest residents	Medium	2007-2008	Neighborhood Association	Elm Street Congregational Church	Medium

Community Engagement

Appendix C-1.

ELM STREET REVITALIZATION PARTICIPANTS

The following list of residents and stakeholders have participated in the efforts of the Elm Street Neighborhood Association to improve the neighborhood and develop this revitalization plan. The Gateway Plus consultants salute their efforts.

Ruediger & Giseli A (mtg)	30-32 Prichard Street	Jessica O'Brien	187 High #2
Moses & Mayra Castro	64 Prichard #11	Richard Palmer (mtg)	YMCA
Olga Rodriguez (S)	Moved to Water Street	Susan Roetzer (mtg)	Fitchburg Historical Society
Nancy Copeland	80 Prichard Street	Craig Chalifoux (mtg)	Longsjo Principal
Leona Shaw (mtg)	MOC – 133 Prichard Street	Scott Bradbury	Longsjo teacher
Marie LeBlanc (mtg)	MOC – 133 Prichard Street	Ann Reynolds (mtg)	Longsjo Parent
Marion Hugo (mtg)	147 Prichard Street	Dolores Thibault-Muñoz	Cleghorn N.C.
Peter Johnson (mtg)	149 Prichard Street	Linda Lagoy (mtg)	Worker's Credit Union
Darlene Varnot (mtg)	171 Prichard Street	Pas Justin Hildebrandt	Faith United Parish
Cindy Either	173 Prichard Street	Kevin Starr (mtg)	Ward 4 Councilor
Bob Casler (mtg)	174 Prichard Street	Steve DiNatale (mtg)	State Representative
Troy&Jane Andrews (mtg)	175 Prichard #2	Larry C and Dave S (mtg)	Planning Department
Dan Botwink	10 Pleasant Street	Melanie Weeks (mtg)	81 Mechanic/ 37 School St.
Dawn Haggie (mtg)	10 Pleasant Street	Kirsti Eckert (mtg)	152 Mechanic Street
Maria Cruz (mtg)	14 Pleasant Street	Jessica H & Jakob M (p)	173 Mechanic # 9
John Benoit (p)	26 Pleasant Street	Rick Scott (mtg)	189 Mechanic Street
Mary Ann Guichard (l)	37 Pleasant Street	James Doherty (mtg)	Mechanic Street Investor
Jose Rodriguez (p)	43 Pleasant #2	Ralph McDaniels (l)	388 Elm Street
Faith Boothman (l)	62-64 Pleasant #1	Angela Marino (p)	386 Elm Street
Darlye and Jill Stephan	82 Pleasant #2	Sheila Denzel (mtg)	384 Elm Street
Denny&Nancy Halligan (l)	88 Pleasant Street	Eveliz Rivera (p)	Former Elm resident
Joseph C (p)	98 Pleasant #	Nateisha Norton	375 Elm Street
Erin Fergus (p)	98 Pleasant #6	Rafael Davila	342 Elm Street
David Fleckner	112 Pleasant Street	Judy and Pat Fortunato (l)	313 Elm Street
Kim Paulin (p)	132 Pleasant Street	Edward Tillinghast (mtg)	312-314 Elm Street
Linda Nicholaupolus (p)	140 Pleasant Street	Mark Shoemaker (p)	310 Elm Street
Rosemary Reynolds	102 Pleasant Street	Phyllis Joaquin (mtg)	294 Elm Street
Annie DiMartino-at large	17 Marshall #1	Pstr. Steve&Debbie Mayo	Elm Street Church
Ryan McNutt	17 Marshall #2	Stephan Hay –	Sun Dial Apartments

		Councilor	
Valerie Santonoceto (p)	82-84 Marshall #3	Rev Isaias Mateo	1 Northman Pass Way
Gisela Baez (S – mtg)	116 Marshall Street	Kimberly Reeves	13 Omena Place #1
Carlos Mendez (S)	116 Marshal, basement	Sam Arroyo (l)	Former Omena resident
Darlene S (p)	143 Marshall #2	Alma & Wilson R	24 Omena #1
Jose Torres (p)	162 Marshall #2	Andrew VanHazinga	138 Mt. Vernon Street
Encarnacion Torres (S)	162 Marshall #1	Norma Gonzalez (S)	21 Omena #1
Madonna Sydia (p)	171 Marshall #2	Tomasita Rentas (S)	Former Elm resident
Elia J. & Ody Rivera (p)	115 High #1	Walter B & Maria G (S)	10 Johnson #3
Gloria S and Nick C (l)	119 High #2	Hugo Viera (S)	10 Johnson #2
Martiza Rivera (l)	119 High #1	Carlina Estronga (S)	54 Wallace Avenue #405
Ellen E & Chris Cunha (p)	134 High Street	Tammy Arguelles	62 Frankfort Street
Paula Valente (mtg)	149 High #1	Pam Thibault	30 Beacon Street
Marta Albizu	149 High #2	Glen Bonnevie	56 Madison Street
Jackelyn Ockovic (S)	152 High, basement	Madeline Mendoza	737 River Street
Maria & David Torres (S)	156 High #1	Alex Roman	68 Mechanic Street, Leo.
Helena Chavan (p)	158 High #3	Elisabeth Wessels	Area Investor
Rodger Cote (mtg)	Cote's Variety	Amanda Gould	14 Evangeline Dr. Bow, NH
Brian S and Michele B (p)	183 High #1	Tim MacNamera	Moved to Worcester
Joe O'Brien (p)	183 High #3	Marcel Kubin (S-mtg)	Moved out of neighborhood

In addition, the consultants wish to express their appreciation to the various city officials who gave generously of their time on this plan: David Streb, Larry Casassa, Rick Greene, and Liz Murphy from the Fitchburg Community Development Department, and Steve Curry from the Fitchburg Health Department.

Community Engagement

Appendix C-2.

EXAMPLES OF GATEWAY OUTREACH MATERIALS

Last Chance Opportunity for Input
Elm Street Neighborhood
Residents, Businesses, and Landlords

The City of Fitchburg
Invites You to
Help Review Recommendations
and Set Priorities on the Gateway Plus
Neighborhood Revitalization Plan



at a Meeting of the
Elm Street Neighborhood Association on
Wednesday, August 12th
6:30 PM at the Fitchburg Art Museum

For More Information call David Thibeault -Muñoz (978)-342-9561 ext. 120
Food and childcare will be provided

Última oportunidad para contribución

Elm Street Barrio

Residentes, las empresas, y propietarios

La Ciudad de Fitchburg te Invita a
Ayudar y examinar Recomendaciones
y establecer prioridades en el Gateway Plus
Plan de Revitalización del Vecindario



en una reunión de la
Elm Street Asociación del Vecindario
Miércoles, 12 de agosto
6:30 PM en el Museo de Arte de Fitchburg

Para más información llame a David Thibeault-Muñoz (978) -342-9561 ext. 120
Alimentación y cuidado de los niños serán proporcionados

Appendix C-3.

Community Engagement

COMMUNITY MEETING NOTES & AGENDAS

Prepared by David Thibeault-Munez

Agenda from

Elm Street-Area Neighborhood Association Meeting

Fitchburg Art Museum – 185 Elm Street

Tuesday, May 12th 2009

- I. Intros: say your name and which street you live or work on...
(5-8M)
- II. Updates Since Our Last Meeting
(5-8M)
 - a. Community Volunteer Recognition Event on April 17th
 - b. Beatification – clean-up and lot clearing on April 25th
 - ➡ Our Next Clean-Up will be on Saturday, May 30th;
individual garden boxes and soil will also arrive that day.
 - c. Property-Owner Accountability and Support Program
 - i. Property-Owner Directory – need to schedule meeting
 - ii. Elm Street-Area Neighborhood Association
 - 1. letterhead
 - 2. leadership team
- III. Neighborhood Association Leadership Team – Election – 3 month terms
(8-10M)
NOMINEES – we will need to schedule a meeting
Co-Chairs (2)
 - ☐ Maritza Rivera – 119 High Street
 - ☐ Mary Ann Guichard – 37 Pleasant Street
 - ☐Secretary (1)
 - ☐ Faith Boothman – 62-64 Pleasant Street
 - ☐Outreach Coordinators (2)
 - ☐ Alma Martinez – 24 Omena Place
 - ☐ Judy Fortunato – 313 Elm Street
 - ☐Beautification Ambassador (1)
 - ☐ Phyllis Joaquin – 294 Elm Street
 - ☐Real Estate Committee Neighborhood Ambassador (1)
 - ☐ Gloria Salcedo – 119 High Street
 - ☐

- IV. Guests: Miryam Bobadilla, MA Dept of Housing & Community Development and John Ryan, Twin Cities CDC Consultant on Housing (30M)
 - a. Gateway Grant Overview
 - b. Promoting Homeownership
 - c. Controlling Foreclosed and Abandoned Properties
 - d. Creating Landlord-Resident Supports
 - e. Next Steps
- V. Closing: questions, comments, announcements (5M)

Notes from

Elm Street Neighborhood Association Meeting

Fitchburg Art Museum – 185 Elm Street

Tuesday, May 12th 2009

41 people participated in the meeting, including 23 neighborhood residents and investors; 5 city officials; 5 CDC staff and board members; 6 from area non-profits, and 2 state officials.

We elected our first Elm Street Neighborhood Association Leadership Team slate:
Co-Chairs: Mary Ann Guichard and Martiza Rivera; Secretary: Faith Boothman;
Outreach Coordinators: Alma Martinez and Kimberley Reeves; Real Estate Committee Liaison: Gloria Ortiz, and Beautification Ambassador: Phyllis Joaquin. Guich later resigned for personal reasons, but restated her commitment to the neighborhood and efforts.

The Leadership Team meeting was scheduled at met on Wednesday, June 3rd; we hope to have a neighborhood association letterhead drafted by the June 9th meeting.

Updates were given

A successful Community Volunteer Recognition Event was held on April 17th; nearly 100 people attended and received awards for their commitment.

13 people participated in the last neighborhood beautification efforts, area clean-up and lot clearing on April 25th ➔ More than 20 people participated in the Saturday, May 30th clean-up which focused on getting the lot at 150 Prichard Street ready for gardening. Several people from the Applewild School helped out in this preparation, along with staff from the Growing Places Garden Project.

Property-Owner Accountability and Support Program

Property-Owner Directory – finishing this will be the focus of our next meeting

Guests: David Haynes and Phil DeMartino from the MA Department of Housing and Community Development attended our meeting to hear neighborhood resident and

stakeholder opinions on issues related to housing and where they thought the Twin Cities CDC should focus their efforts. A discussion was facilitated by John Ryan – CDC consultant on housing development. Here’s what folks had to say:

Home Ownership: \$700,000 worth of initial neighborhood stabilization funds to focus on single and two family foreclosed and abandoned housing; has to go toward homeownership for low to moderate income first time buyers. Funds have to be used with 18 months. 20 potential properties have already been identified.

One person suggested that we focus on a concentrated area, in order to maximize impact. Another expressed concern for attracting the wrong element or locking in a “particular type of person,” creating a disincentive for potential landlords by holding the value of local homes “artificially low.” Several area investors thought that the CDC should look for creative incentives to attract other investments in the area, particularly to good landlords and local property owners looking to invest; this discussion was connected to the current economic crisis and freeze on access to credit – need to create a mechanism to help landlords access the credit market. Landlords are blocked even with good credit because of the high rate of abandonment in the neighborhood. One investor brought up the \$8000 federal tax credit posted on the Johnsonia and thought that we should create more publicity around programs like that help investor and first time homeowners. John talked about having the neighborhood association identify good tenants to match with good landlords, creation of property owner directory, rating landlords and holding bad landlords accountable, as well as available weatherization and deleading funds. He also said that the CDC’s strategy is three pronged: helping responsible private investors and first time homeowners buy homes; demolishing buildings that are beyond repair, and rehabbing large multiunits to be managed by the CDC. One resident expressed that when a landlord doesn’t take care of his or her property the residents/renters get blamed and looked down upon. What about helping renters by encouraging troubled landlords and lending institutions to rent-to-own. Another person thought it might be a good idea to create neighborhood property management company to serve several interests – generating income for residents and providing a service to landlords who do not live in the neighborhood; also helps to instill standards across the neighborhood. Let’s identify the good landlords and find out what they need. That same person said that we need to focus on abandonment; empty buildings lead people to feel that there is disinvestment. Another added that abandoned buildings mixed with trash in the streets makes for feelings that the neighborhood is unsafe. Pushing recycling and encouraging residents not to put their trash out too early was suggested as a way to solve that issue. We should try to launch this initiative from the school. One non-profit leader suggested that the CDC need to deal with the larger, multi-units – as people (and problems) and displaced from one neighborhood they end up in another, until Fitchburg renters are completely squeezed out. Another person suggested that we need to increase the capacity of the Board of Health to do inspections and hold bad landlords accountable. Need to be real about the risks involved with encouraging already vulnerable tenants – fear of losing housing or being attacked by drug dealers equals less reporting. Being visible about our efforts will lead to more ownership of the neighborhood by residents.

Agenda from

Elm Street-Area Neighborhood Association Meeting

Fitchburg Art Museum – 185 Elm Street

Tuesday, August 12th 2009

I. Intros: say your name and which street you live or work on...

II. Updates Since Our Last Meeting:

Beautification

- ☒ Held two neighborhood clean-ups in June and July
- ☒ Sam talked with tenants who have been using the garden as a dog toilet
- ☒ Guich and the community garden were featured in the Fitchburg Pride
- ☒ Letter inviting tenants living near community garden was drafted
- ☒ Thank you letters to Applewild and Attorney Howard were drafted*
- ☒ Ryan gathered and dropped off wooden pallets for a composting bin*
- ☒ New Info on Omena/Johnson Street Lot was obtained*

Housing Development

- ☒ Twin Cities CDC moved in to new building
- ☒ Twin Cities CDC began rehabilitation of Marshall Street property
- ☒ Large slum landlord was forced to sell off all of his area properties
- ☒ Rick Scott, Mechanic Street landlord, constructed parking for his tenants

Property Management Directory

- ☒ Inquiries were made to Fitchburg Police Department and City Clerk
- ☒ David Flectner drafted memo for Landlord's Association newsletter
- ☒ Developed protocol for dealing with problems at neighborhood properties

III. Any Interests in Volunteering for These Projects (see sign-in sheet)?

- ☐ Building Composting Bin and Garden Shed
- ☐ Saturday, August 29th – Community Yard Sale? At Dan's Paving?
- ☐ Saturday, October 31st at 3-6? *Trick or Treating* Event on Main Street?

IV. Announcements:

Saturday, August 22nd at 9AM at Fitchburg State College
Annual Peace March and Basket Ball Tournament

Saturday, August 22nd from 1-5PM at Lowe Playground
Fun in the Sun – Elm Street Congregational Church

Wednesday, September 9th at 5:45-7:30 at CDC: 470 Main Street
NEXT Elm Street-Area Neighborhood Association Meeting

Thursday September 10th at 9-1PM at 345 Elm Street
Area Clean-Up in Conjunction with United Way *Day of Caring*

- V. Review of Gateway Cities Plan for the Elm Street-Area – John Ryan with Guest: Miryam Bobadilla, MA Dept of Housing & Community Development
- VI. Comments, Questions, Concerns.

Notes from

Elm Street Neighborhood Association Meeting

Fitchburg Art Museum – 185 Elm Street

Tuesday, August 12th 2009

Close to forty area stakeholders were in attendance. Neighborhood residents, landlords and business owners representing Main, Elm, High, Pleasant, Prichard and Marshall Streets attended. Also present were pastors from two neighborhood churches; staff from a partnering agency; leaders from the Cleghorn neighborhood; investors interested in the Elm Street-area; three city officials; members of the CDC staff and board, and the State Department of Housing and Community Development.

Participants were asked to state their names and say either what street they lived or worked on or why they decided to attend the meeting. After introductions, the following updates were given:

Beautification: Held two neighborhood clean-ups in June and July; Sam talked with tenants who have been using the garden as a dog toilet; a sign stating “please clean up after your animals was created and posted at the garden and some bags to assist in that effort; Guich and the community garden were featured in the Fitchburg Pride; she was also featured in an article regarding address of crime in the area; a letter inviting tenants living near community garden was drafted and distributed; thank you letters to Applewild and Attorney Howard were drafted and mailed; Ryan gathered and dropped off wooden pallets for a composting bin, and new Information on Omena/Johnson Street Lot was obtained.

Housing Development: Twin Cities CDC moved in to new building; Twin Cities CDC began rehabilitation of Marshall Street property; large slum landlord was forced to sell off all of his area properties, and Rick Scott, Mechanic Street landlord, constructed parking for his tenants

Property Management Directory: Inquiries were made to Fitchburg Police Department and City Clerk; David Flectner drafted memo for Landlord’s Association newsletter, and

we developed protocol for dealing with problems at neighborhood properties at our June meeting.

We talked a bit about some upcoming projects: a few expressed interests in helping to build a composting bin and building a shed at the garden with donated materials; it was also suggested that we actually ask for a store like home depot to donate a built shed. Many person expressed interests in Phyllis' suggestion to have a community yard; an equal number, including two Main Street businesses expressed interests in organizing a Trick or Treating event on Main Street.

The following announcements were made before introducing our guests from the DHCD, Myriam Bobadilla and David Haynes:

Fitchburg Art Museum is giving out free memberships to residents of Ward 4b

Saturday, August 22nd from 1-5PM at Lowe Playground *Fun*
in the Son – Elm Street Congregational Church
Saturday, August 22nd at 9AM at Fitchburg State College
Annual Peace March and Basket Ball Tournament

Wednesday, September 9th at 5:45-7:30 at CDC: 470 Main Street
NEXT Elm Street-Area Neighborhood Association Meeting

Thursday September 10th at 9-1PM at 345 Elm Street
Area Clean-Up in Conjunction with United Way *Day of Caring*

Development consultant, John Ryan, took over meeting facilitation, first presenting the final Gateway Cities Plan for the neighborhood, then asking the group to comment and make inquiries regarding the plan.

One longtime resident and landlord expressed frustration at the pace of progress in the neighborhood: sidewalks and housing on Elm Street in particular. Questions were answered, but resident left directly after making his statements. Before leaving, he also expressed dismay with the DPW not filling potholes and sweeping Elm Street.

CDC Director: due to economy, construction will begin on three houses in the spring; rehabilitation of a receivership property on Marshall is almost complete. Rick Scott created parking for his multiunit property on Mechanic Street.

Rick expressed frustration with how slow the money is coming in from the state.

Another Elm Street resident suggested that the CDC at least put up a fence and nice architectural drawing so to let people know that it is coming and to keep the area clean?

Planning Department: CDBG money was approved for sidewalks in front of the CDC properties; we are hoping to expand those dollars and extend the length of the sidewalk with federal stimulus money. In terms of the problems with DPW, those issues should be reported to your ward councilor. In terms of construction, most of the new construction and rehab will be one by the end of next year – we only have 18 months to spend monies given to us by the federal government.

One issue that continues to be raised is that potential investors and area property-owners are having trouble accessing the market to either buy properties or to fix up the ones they've already got. Ryan has set up a meeting with Representative DiNatale on Tuesday, August 25th at 9:30AM to discuss whether Fitchburg is being “redlined” as suggested, to brainstorm a strategy on how we might deal with this. Another strategy is having ongoing dialogue with the CRA Coalition of local banks

Another resident expressed the need for more parking in the area.

Zoning Board person says due to problem of code enforcement, the best thing to do would be to tear down area buildings; others expressed the right of renters to live in Fitchburg and the need for quality, family-sized rental units.

John told meeting attendees that we are going to need the help of neighborhood residents in marketing the properties that are to be built and rehabbed in the area.

Housing Inventory

Appendix D-1.

REHABILITATION COST ESTIMATES

Prepared by

Jeff Brewer Construction

630 Alger Street

Winchendon, MA 01475

Phone 978-297-5544

1. 144 HIGH STREET (Single Family)

Total Cost Estimate: \$30,300

Plus de-leading if needed

Exterior: \$5,750.00

- 1) Front porch in need of repair, Floor needs to be replaced. New railings and hand rails. 4x4 supports should be replaced. Floor joist may need replacing. Soffit ceiling falling down do to roof leak. Should be replaced.

Roof Repair: \$2,400

- 2) The two metal sections of roof in front of building need to be replaced. Rear shed roof needs to be replaced, plywood included.

Siding Repair/ window repair: \$2,700

- 3) Several pieces of siding are loose or falling off and need to be repaired.
- 4) Several windows are broken and need replacement.

Rear deck, slider: \$4,200

- 5) Deck should be built to meet code 6x5 with railings and stairs. Sliding Door needs to be replaced.

Rear Garage: \$1,450

- 6) Needs to be boarded up or torn down to be safe, debris needs to be cleaned up

Interior first floor: \$3,500

- 7) Smoke detector and carbons. Kitchen sink, Repair plumbing, repair bed light, several plugs in need of repair. Basement stairs need handrail.

Second floor: \$1,800

- 8) Smoke detectors/carbons

Basement unit: \$8,500

- 9) Was a complete unit. Now all torn apart, needs to be completely redone.

2. 167 HIGH STREET (2 units)

Total Cost Estimate: \$52,400

Plus De-leading, if needed: \$16,000

Exterior \$46,200

- 1) Exterior rap around porches in need of repair/replace.800sft.
- 2) Siding needs repair. Concrete (stucco) repaint.
- 3) Exterior double door needs to be replaced.
- 4) Roof on main house and porches need replacing.
- 5) Roof trim (soffits) needs repairing.
- 6) Roof drain needs to be repaired.
- 7) Bulk door, cellar door needs to be replaced.

Interior Unit 1 and 2 \$6,200

- 1) Smoke and carbon detectors need to be up graded.
- 2) Bathroom exhaust fan and GFI outlets need to be added.
- 3) Plumbing under sinks, kitchen and baths need repair.

3. 24 MECHANIC STREET (Single Family)

Total Cost Estimate: \$ 94,800

Plus de-leading, if needed: \$5,000

Exterior: \$ 43,200

- 1) Needs Vinyl siding installed.
- 2) Has decade wood on trim. Needs replacing
- 3) Replace roof (in poor condition).
- 4) Install 12 vinyl replacement windows.

Basement: \$10,900

- 1) Asbestos Removal needed
- 2) Needs concrete post installed (10).
- 3) Door replacement cellar exit.

Plumbing: \$4,900

- 1) Pipes need to be inspected and repaired.
- 2) Steam boiler needs servicing.
- 3) Steam radiators need to be serviced and painted.

Electrical: \$ 5,500

- 1) Install smoke and carbons detectors.
- 2) Add GFI outlets in all kitchen and baths.

Interior first floor: \$19,500

- 1) Flooring in all rooms need replacing, Kitchen, bath, bedrooms, dining room.
- 2) Ceiling and walls need repair and paint.
- 3) Some doors need replacing or repair.
- 4) All woodwork has been changed but not painted, needs paint.

- 5) Kitchen cabinets need to be changed.

Interior second floor: \$10,800

- 1) Rear egress needs to be finished, large UN finished area.
- 2) All rooms have unpainted wood work, need paint
- 3) Walls and ceilings all need repair and paint.
- 4) Flooring needs to be installed.

4. 87 MECHANIC STREET (Single Family)

Total Cost Estimate: \$36,400

Plus de-leading if needed: \$8,000

Exterior: \$23,000

- 1) House is built out of Brick, needs to be repaired all sides.
- 2) 2 exterior windows need to be properly installed.
- 3) Front columns (porch) need to be replaced. X 4
- 4) Rear deck needs replacing. 360sft.
- 5) Cellar door replacement.
- 6) House and yard clean up.

Interior: \$5,800

- 1) Bathroom needs tub and shower replacement.
- 2) Kitchen walls and ceiling repair.
- 3) 1st to 2nd stair railings need to be installed.

Electrical: \$3,400

- 1) Smoke and carbons installed.
- 2) Basement wiring to be repaired and installed to code.

Plumbing and heating: \$4,200

- 1) Heating system may need repair
- 2) Deteriorated water pipes and lead traps to be replaced.

5. 94 PLEASANT STREET (Single Family)

Total Cost Estimate: \$43,100

Plus Cost of De-leading if needed: \$15,000

Exterior: \$20,800

- 1) Main house roof, replace shingles.
- 2) Porch roofs, replace with rubber roof system.
- 3) Rear deck 5x5 replace.

Basement/Electrical: \$3,800

- 1) Repair/replace loose and hanging Electrical wiring.

- 2) Install smoke and carbon detectors.
- 3) Install GFI outlets in kitchen and bath.

Interior: \$18,500

- 1) Repair kitchen tiles
- 2) Bathroom, new tub and shower unit.
- 3) Dining room, living room, repair walls and ceilings.
- 4) Replace 12 window units.
- 5) 2nd floor. Repair/replace bedroom ceilings.
- 6) Carpet four rooms, dining room, and bedrooms.
- 7) 2nd floor remove old kitchen sink and repair walls.
- 8) 3rd floor install railing 1st to 3rd floor.
- 9) Install 3 interior doors.

6. 124 High Street (Two-Family)

Total Cost Estimate: \$ 53,570

De-leading, if needed: \$ 10,000

Exterior \$ 8,950

- 1) 13 vinyl windows need to be replaced
- 2) Aluminum metal around windows needs replacing
- 3) Exterior doors need replacing x 4

Basement \$22,000

- 1) New heat and hot water needs to be installed
- 2) All plumbing missing needs to be replaced
- 3) Re plumb kitchens and bathrooms x 2
- 4) Install all new heating elements both units
- 5) Install new chimney liner

Electrical \$5,200

- 1) Install smokes and co detectors
- 2) GFI plugs both units

Interior unit #1: \$6,200

- 1) Living room, replace or repair walls and ceiling
- 2) Replace carpet
- 3) Rear bedroom, replace water-damaged floor. Replace ceiling
- 4) Bed right side, replace floor, repair walls and ceiling

Kitchen: \$4,800

- 1) Replace cabinets, and floor
- 2) Repair walls and ceiling

Bathroom: \$1,200

- 1) Needs new flooring, replace ceiling
- 2) Repair tub surround

Basement unit: \$5,300

- 1) Bathroom, new ceiling
- 2) Three ceilings need to be replaced
- 3) Four interior doors need to be replaced

7. 69 MARSHALL STREET (Single Family)

Total Cost Estimate: \$48,620

De-leading, if needed: \$12,000

Exterior: \$32,470

- 1) Chimney needs repairing
- 2) Install vinyl siding
- 3) Replace porch railings and post
- 4) Main house roof repair (slate)
- 5) Replace porch roof (rubber)
- 6) Replace garage roof
- 7) Front wall needs to be replaced (granite) 50ft.

Basement: \$7,150

- 1) Install PVC drain pipe with sub pump
- 2) Remove plastic and install new windows
- 3) Furnace service, and steam radiator repair

Electrical: \$2,800.00

- 1) Replace missing light fixtures
- 2) GFI plugs kitchen/bath
- 3) Smokes and carbons

Interior: \$6,200.00

- 1) Kitchen cabinets need replacing
- 2) Ceiling replace /repair/paint in kitchen, pantry, 2nd floor bedrooms ceiling, hallway walls and ceiling
- 3) Flooring in Kitchen, pantry

8. 391 ELM STREET (6 units)

Total Cost Estimate: \$208,000

De-leading if needed: \$20,000

Exterior: \$62,550

- 1) 4 Basement windows need replacing.
- 2) 14 windows in poor condition need replacing.
- 3) Front steps and railings need replacing.

- 4) Right side porches poor condition need replacing.
- 5) Left side decks needs to be replaced.
- 6) Missing siding and repairs needed, approx. 20 squares.

Common Halls: \$5,000

- 1) Need smokes and carbons.
- 2) Lighting in all halls.
- 3) Repair fire system.
- 4) Repair walls and paint. install handrails.

Interior: \$116,300

Units 1 through 6. Only two are rented.

- 1) All units need complete bath remodel due to frozen pipes and water damage.
- 2) Kitchens cabinets are in poor condition and should be replaced.
- 3) All flooring needs to be replaced in all units.
- 4) All walls and ceilings need to be repaired or replaced, painted
- 5) Many missing or damaged doors through the building. (20)
- 6) Apartments have some stoves for heat, others missing. Needs complete heating and hot water system.
- 7) Electrical, check for proper working conditions GFI etc.

Basement: \$ 5,000

- 1) Leaking drains through the cellar in bad condition need of repair.
Much sagging in floor needs supports

9. 44-46 MARSHALL STREET (3 units)

Total Cost Estimate: \$124,700

De-leading if needed: \$22,500

Exterior: \$41,450

- 1) Install Vinyl Siding.
- 2) Replace rotten trim boards.
- 3) Replace two rear decks
- 4) Install all new exterior doors
- 5) Repair slate roof and two valleys.
- 6) Replace approx 15 windows

Common Halls: \$8,500

- 1) Repair / replace front walls and ceilings.
- 2) Replace missing rails and spindles.
- 3) Carpet halls and stairs.
- 4) Repair lighting, Smokes and carbons.

Basement: \$28,500

- 1) Needs Heat and Hot water all units x3

- 2) Replace or repair gas stoves x3.
- 3) Needs chimney liner.

Interior all units: \$46,250

Unit #1:

- 1) Repair / replace drywall. Ceilings and walls all rooms.
- 2) Carpet or sand and finish all floors.
- 3) Replace damaged or missing doors approximately 4 units.
- 4) Kitchen cabinets need replacing.
- 5) Bathroom replaces all fixtures.

Unit #2:

- 1) Repair/ replace drywall. Ceilings and walls all rooms.
- 2) Carpet or refinish floors.
- 3) Replace six door units.
- 4) Install new kitchen cabinets.
- 5) Repair missing wall in closet.

Unit #3 Basement:

- 1) All drywall needs to be removed and cleaned do to mold and water leaks.
- 2) Complete bath, shower, toilet, sink.
- 3) Needs all new doors and windows, flooring.

Attic Apartment:

- 1) Needs new carpet.
- 2) Install four doors.
- 3) Needs four windows
- 4) Front and rear stairs need repair.

10. 440 ELM STREET (9 Units)

Total Cost Estimate: \$47,000

Property is de-leaded

Exterior: \$44,800.00

- 1) Front porches show some rotten wood and need to be replaced.
- 2) Rear porches need to be replaced entirely.
- 3) Front exit doors not exterior doors need replacing x 9.
- 4) Cellar windows need replacing x 4.

Common Halls: \$0

- 1) There are no common halls; they all exit to front and rear decks.

Interior: \$0

- 1) All smokes appear in working order in all 9 units.
- 2) All 9 units are in very good condition

- 3) Building does have a fire panel.

Basement: \$2,200.00

- 1) Old oil tanks not in use should be removed.
- 2) Basement exterior door needs to be an exterior door.

11. 48- 56 OLIVER STREET (12 units)

Total Cost Estimate \$32,000/unit x 12 = \$384,000

Lead and asbestos not known

Exterior

- 1) Deteriorated wood window trim, upper roof trim.
- 2) Exterior doors need to be replaced.
- 3) Windows are of wood and not energy efficient.
- 4) Rear of building decks, out buildings needs replacing.
- 5) All roofs need to be replaced.

Interior

- 1) All ceilings and wall in all units need repair and paint.
- 2) Flooring in all units needs replacing.
- 3) All interior doors need to be updated (replaced).
- 4) All stairs need railings through the building.
- 5) Bathrooms (all) need to be redone.
- 6) Kitchens need to be replaced.
- 7) Electrical, smokes, GFI plugs, need updating.
- 8) Plumbing and heating all units.
- 9) Sprinkler system will be required in building.
- 10) Firewalls will be required between units.
- 11) Second means of egress will be required.
- 12) Left of building foundation has failed and causing sagging in units.

12. 223 MECHANIC STREET (8 unit)

Total Cost Estimate: \$197,400

De-leading if needed: \$35,000

Exterior: \$ 28,800

- 1) All window stops are loose and need to be covered with metal.
- 2) Several broken windows and missing screens need repairing.
- 3) Front porches need repairing, loose paint; some post need to be changed.
- 4) Rear porches have loose and unsafe flooring boards. Railings need repairing.
- 5) Siding has several loose or holes that need repairing.
- 6) Roof is a rubber roof system, leaking and needs to be repaired.

Common Halls: \$ 8,200

- 1) Right and left halls need drywall and paint. All levels x 3.

- 2) Railings need repairing, Hand rails installed.
- 3) Lighting in need of repair.

Interior: \$ 124,000

Apt. 1 through 9:

- 1) All heaters are missing. Replaced. Complete heating system x9.
- 2) Plumbing kitchens and baths. Frozen pipes need replacing.
- 3) Electric has been up graded but needs repair in all units.
- 4) Walls need to be patched and painted
- 5) Most ceilings are falling down do to roof leak, need replacing.
- 6) All floors, kitchens, baths, bedrooms, living rooms' need new flooring.
- 7) Bathrooms need new tub surrounds and vanities, vented fans lights.
- 8) Smoke and carbon detectors need to be repaired or changed to code.
- 9) Cabinets are in poor condition.
- 10) Missing or broken doors need replacing

Basement: \$ 1,400

Drain pipes broken due to freeze up and need replacing.

By Rick Greene, City of Leominster

13. 153 PRICHARD STREET (4 units; Plan to convert to 2-family)

Total Cost Estimate: \$119,000

(see Rick Greene, City of Leominster, for Cost Estimate Detail)

Tax Delinquent:

Taxes :\$1,413.05

W/S \$2,722.71

14. 158 PRICHARD STREET (7 Units; Plan to convert to 4 units)

Total Cost Estimate: \$106,000.00

(see Rick Greene, City of Leominster, for Cost Estimate Detail)

Tax Delinquent:

Taxes: \$2,291.73

W/S: \$5,501.26

15. 50 – 64 PRICHARD STREET (12 Units)

Total Cost Estimate: \$216,000

(see Rick Greene, City of Leominster, for Cost Estimate Detail)

Tax Delinquent:

Taxes: \$2,046.35

W/S: \$5,351.41

16. 3 – 5 JOHNSON STREET
No Rehab Cost Assessment

Tax Delinquent:
Taxes: \$2,498.70
W/S: \$1,312.16

17. 348 ELM STREET (Two Family)
No Rehab Cost Assessment

Tax Delinquent:
Taxes: \$1,230.15
W/S: \$6,410.31

Housing Inventory

Appendix D-2

PROPERTIES OF INTEREST